



From The General Manager

Charlotte's Goals; Charlotte's Future

Why are we here; what are our objectives at IBM Charlotte? As we enter the last quarter of 1982, it's important to examine these questions and to understand the answers to them. Because the personal commitment from each of us to reach our objectives begins with understanding them.

It's essential, too, that you know and understand my view of IBM Charlotte's future. For our future success depends on all of us working together.

Our objectives are:

- To manufacture products that are of the highest quality and reliability.
- To build those products at the lowest possible cost.
- To have the best on-time delivery performance of any facility.
- To have the highest employee morale of any site in the IBM Corporation.

The first three objectives — quality and reliability, low cost and on-time delivery — cannot be separated. Even achieving two without the third is failure. It doesn't matter if we can deliver a low-cost product on time if that product doesn't perform. As John Opel, IBM president and chief executive officer has said, "Either we deliver the goods defect-free or the customers will find someone who can."

"Do it right the first time" is a phrase that sometimes falls hard on the ears because it's so often repeated. But low cost and on-time delivery depend on doing a job correctly the first time. The cost of quality — redoing a job that wasn't right the first time — can drive up the product cost, delay delivery and adversely affect our ability to compete.

The fourth objective — to achieve the highest employee morale among IBM sites — is key to attaining the first three. We cannot reach our objectives of quality and reliability, low cost



and on-time delivery without the efforts of dedicated and enthusiastic people.

My goal, with the help of our management team, is to ensure that the morale of Charlotte employees soars from its present good level to new highs for this corporation. To accomplish this goal, we must be even more responsive to employee concerns and receptive to employee suggestions.

As for the future, we have an exciting mission and product line. And we have the people with the talent and enthusiasm to make everything work. If we take advantage of all these pluses, the Charlotte site will have an exciting, challenging and rewarding future. Working together, we can make Charlotte No. 1 in IBM. I'm convinced that we will.

A handwritten signature in dark ink, appearing to read "John Opel". The signature is fluid and cursive, written in a professional style.

CONTENTS



On the cover:

A construction worker is silhouetted against the sky, seated on a girder of IBM Charlotte's Production Management Center. Construction of the center's administration and manufacturing buildings is scheduled for completion in the spring of 1983. More photos of new sights at the Charlotte site are on pages 8 and 9.

IBM Charlottean

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Defect-Free

Among other efforts at IBM Charlotte, the Supplier Quality Awareness Program aims to make "defect-free" a true description of every Charlotte product. It's working.



2

Speak Up For Answers

Parking. Vending machines. Salary. Appraisals. The system. Finding the answers to questions on these subjects and many more is the province of Sue Westmoreland, Charlotte's new Speak Up administrator.



4

Teamwork Pays Off

Today, thanks to the efforts of development engineers and the IBM 3624 automated teller machine manufacturing employees, a 3624 can be assembled more quickly and for less money.



6

Brighter Tomorrow

Charlotte employees are at it again — caring and sharing during this year's United Way Campaign. Their goal is to raise \$228,000 to help make this year's slogan — "Help Brighten Tomorrow" — come true.



7

New Sights

Building. Moving. Storing. Paving. The work goes on at Charlotte's Harris Boulevard site. A pictorial update begins on page 8.



8

Work

Within the Information Products Division, the Charlotte site recently accepted a major portion of the responsibility for initial management development. In August, Charlotte was the site for the first IPD Basic Management Development program.

10

Achievers' Reward

San Francisco is the site of this year's IPD Achievement Conference, to be held in April. Some 750 IBMers from across the division will meet in the City by the Bay for the conference, and you could be one of them.



11

On Line

President's awards, outstanding technical achievement awards, division awards, suggestion awards, IBM Club activities and more.

12

Your Turn

It's your turn . . . We want to know what you like and don't like about our employee communications' publications. The survey is your chance to tell us.

21

DEFECT-FREE

Seminars Promote Quality Awareness Among Suppliers

By Tim Ohsann

Quality. Excellence. Zero defects... Just words having little effect without plans, programs and actions.

Among other efforts at IBM Charlotte, the Supplier Quality Awareness Program aims to make "defect-free" a true description of every Charlotte product.

Operating for a little more than a year, the program's objectives are to introduce suppliers to IBM Charlotte, to make sure they understand the corporation's commitment to defect-free products and services, and to familiarize suppliers with their role in satisfying this commitment, according to John Owens, site procurement manager.

The seminars, in combination with the efforts of quality engineering, procurement manufacturing engineering and purchasing, have had a significant impact. Since the seminars began, the number of production parts purchased by IBM Charlotte has increased more than 110 percent. At the same time, the percentage of parts rejected at receiving inspection has declined from 6.4 percent to about 2 percent.

In recent years, the area of product quality has been reemphasized, not only in IBM, but on a national level. Quality has become an urgent matter and the driving forces have been consumer demand and competition.

"Within IBM, we recognized that our quality programs wouldn't succeed unless our suppliers did something similar," Owens explains. "We felt it necessary to educate suppliers; to advise them of our intent to deliver defect-free products and services. In addition, we needed to serve notice to our



suppliers that we plan to do whatever it takes to reach and maintain our zero-defect goal, including finding new suppliers if necessary."

But the program thrust is not just to sever ties with poor-quality suppliers. It offers support to suppliers as well as soliciting their support of Charlotte's goals.

"Achieving our goals will take a team effort," says Paul Ingham, plant Excellence program manager and a participant in the seminars. "In order to ship defect-free products, we have to receive defect-free parts and services," he says. "We have to be pursuing the same goal in order to come out winners."

"The quality seminars are a forum where we all can learn," he adds. "Suppliers don't carry all the load for quality. We have to define our requirements and give the suppliers a clear understanding of our goals. The seminars are the beginning of this process."

Since the program began in September 1981, 13 one-day seminars have been held at IBM Charlotte. More than 170 companies from across the country have sent representatives, usually the firm's chief executive officer and the manager responsible for quality.

In this first phase of the program, invitations have been limited to production suppliers. Next month the program will be broadened to include firms supplying services, such as general contracting, cleaning and electrical contracting.

The attendees are grouped by commodities, according to Bill Stessman, seminar coordinator. For example, firms at one seminar were producers of castings and forgings for IBM Charlotte. Another was limited to electrical parts suppliers.

"Some IBM sites hold mass meetings with dozens of companies," Stessman says. "We feel we get better interaction when we limit a session to suppliers of similar parts."

The seminars begin at 8:15 a.m. and end around 3:30 p.m. In between, not only do the suppliers find out what IBM Charlotte expects of them, but Charlotte managers learn about the suppliers' problems and concerns.

As Charlotte's quality manager, Nat Fruci takes a major role in the sessions. That includes soliciting comments from the suppliers about their concerns and problems, discussing suppliers' quality control plans, and explaining how we track their performance.

"One of the actions we've taken since the program began is to improve feedback on defects to suppliers," Fruci says. "Through purchasing, we're notifying suppliers daily about defects discovered

the previous day. Second, we're feeding back to suppliers information about defects discovered on the assembly line; defects that escaped detection in the original inspection."

Paul Welsh, project manager for procurement quality assurance, also has participated in the seminars. His group examines quality plans submitted by suppliers. "In general, the response is improving," he says. "The idea of zero-defects is catching on across the nation."

The program has had positive effects, Welsh believes. "What it's done is establish better communications. We're not just standing up there preaching to them."

"Unique to our program at IBM Charlotte is the round-table discussion of their concerns," he adds. "We ask them to tell us what we are doing wrong. And we get a lot of excellent ideas from them."

"The journey to reach our quality goals is a long one, but we're on the road," says Jack Duick, printer manufacturing engineering/test engineering manager, who has participated in the program sessions.



Bob Reed, receiving inspection, measures dimensions of a base used in the 3694 document processor to ensure the base meets design specifications.

"I've seen cases where IBM was contributing to suppliers' quality problems," says Duick. "The program is an excellent forum for suppliers to bring forward those problems to higher management at Charlotte. Because of that we're able to get a better understanding of their problems and take appropriate action."

"And we've been able to give them a better understanding of how our products evolve," he adds. "We tell them we want to get involved with those suppliers who are

going to be with us for a long time, as we go from early test units to full-volume production."

"The program has really enhanced our lines of communication with suppliers," says Bob Finkler, production parts purchasing/banking manager. "We're finding that some suppliers have unique quality programs. For example, one supplier has an incentive program that is based on measuring returned parts against those shipped during the week. If they meet their goal, he hands out TGIQF (Thank God It's Quality Friday) buttons and the employees get to go home early, at 2 p.m."

"The key to making a quality plan successful is upper management support, at Charlotte and among our suppliers," Finkler says.

"What the program has done internally is give a focal point on quality for manufacturing engineering, production engineering and procurement groups," says Ingham. "It's improved communications among the groups and it's hard to tell

quality assurance people from procurement people anymore."

How have the suppliers reacted to the seminars?

"The general feedback about the sessions has been very positive," says Stessman.

"Some have responded that they're glad to see IBM taking the lead in the drive for quality," adds Owens. "And quite a few ask for guidance on starting or maintaining quality programs; they're hungry for materials and help." ■

Speak Up Program Keeps Communication Flowing

By Susan Dennis

"Why isn't there more parking near my building? The lot always seems to be full."

"Our coffee machine always has something wrong with it. Today there were no cups. It really gets frustrating to watch 20 cents go down the drain."

"Can you please explain the relationship between appraisals and salary increases?"

"Why is the system always down? How am I supposed to get my work done when the system is not accessible?"

These are fictional Speak Ups, but the subjects are ones that often appear on real Speak Up forms. Sue Westmoreland receives Speak Ups dealing with these topics and many more in her role as Charlotte's new Speak Up administrator.

She joined IBM three years ago as a secretary, first in bank systems and then in self-service terminals. In August she took up the reins of the Speak Up Program.

The Speak Up Program is available to all IBM employees as a confidential two-way avenue of communications for expressing opinions, airing problems or asking questions.

Although employees may use the program at any time, they are encouraged to consider using more direct methods first. "The Speak Up Program is not meant to replace the two-way communication be-

tween employee and manager," explains Westmoreland.

"If employees take a problem or a concern to their managers, it's possible that the concern could be taken care of on the spot," says Westmoreland. "Most of the Speak Ups here in Charlotte deal with questions and problems outside the employees's work area," she notes.

How does the Speak Up Program work?

Speak Up forms, specially designed to ensure writer anonymity, are available in all bulletin board areas at IBM Charlotte locations. The form has ample room for all the necessary information and does not have to be typed. When sealed properly, the Speak Up form can be mailed either internally or through the United States Postal Service (postage will be paid by IBM).

The form goes directly to Sue Westmoreland. She takes immediate steps to make sure that she and the writer are the only two people who know who wrote the Speak Up. "The first thing I do is assign a number to each Speak Up. The number is the way we identify each Speak Up, because the next thing I do is detach the name stub, which identifies the writer, from the form and lock it up," says Westmoreland.

"Not even my manager can get into my locked box. It truly is a confidential program," she explains.

She then retypes the Speak Up — removing the chance of handwriting iden-

tification — and deletes any identifying information, such as department name or location.

The subject matter of the Speak Up is the basis for determining what area can best provide the answer or reaction needed. She sends the retyped version to the functional manager of that area.

"All of that is done usually the same day I receive the Speak Up," says Westmoreland. "It is very important that when an employee writes a Speak Up, he or she gets an answer in a reasonable length of time. We try to get an answer to every





When she receives a response answering the question or concern, Westmoreland then prepares a letter for review and signature by General Manager Tom Ruane or Laboratory Director Denis Lowry. In keeping with the program's total anonymity, Westmoreland personally addresses an envelope and mails the signed letter

An unsigned Speak Up is investigated and answered just as if it were one of the more than 90% of the Speak Ups that are signed. But, if more information is needed to answer or to take some positive action there is no one to contact for that information. Also, the Speak Up writer who did not sign never gets to see the answer.



Sue Westmoreland logs all incoming Speak Ups by number, then refers to that number when following up each investigation.

from an offsite mailbox to the writer's home. The original Speak Up form and name stub remain locked in her file.

What if the Speak Up investigator needs more information to answer the writer's question?

"I'll then contact the writer myself and ask if it is okay to release any additional information. If not, I must respect the writer's wishes," says Westmoreland.

What if the writer would rather talk to a manager about a specific subject?

There is a box on the Speak Up form that can be checked if the writer would prefer an interview. Even this discussion can be arranged and held with anonymity. "I contact the writer and the manager and set up a meeting between them. The time and place for the meeting is determined by the writer, and an interview may even be done over the telephone, if the writer wishes," says Westmoreland.

What happens if a Speak Up is not signed?

Does the Speak Up Program work?

More than 400 Speak Ups were submitted last year by IBM Charlotte employees. Often, employees' concerns result in positive changes. For example:

One employee recommended that a simple acknowledgement letter be sent by personnel upon receipt of a Request for Transfer. That recommendation, made in a Speak Up, is now policy for IBM Charlotte.

Not long ago an employee who purchased an IBM typewriter through the employee purchase plan had a problem with that typewriter. The problem was solved when brought to the attention of the appropriate people through a Speak Up.

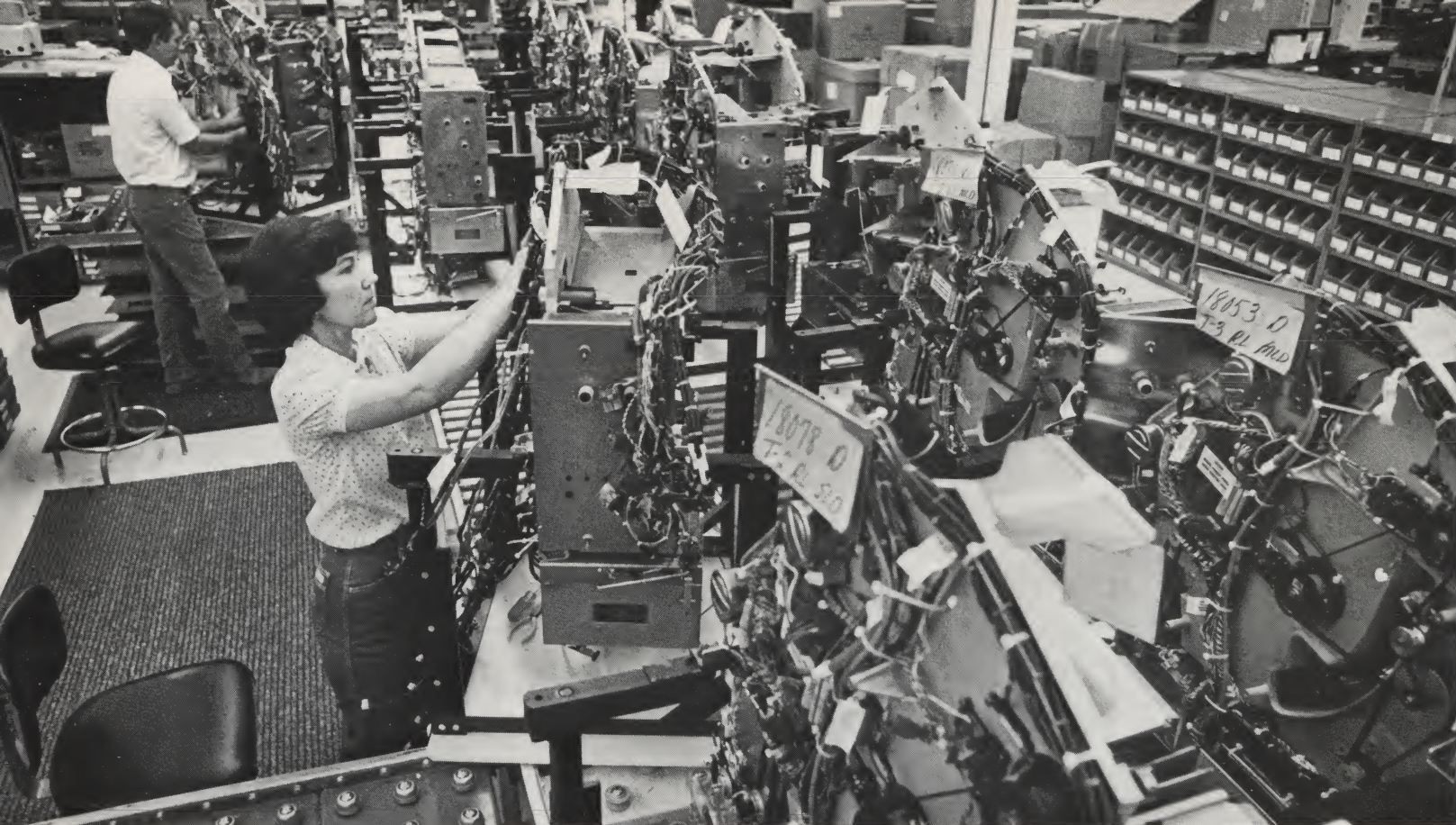
At the beginning of this year a Speak Up suggested extending the breakfast hours in the cafeteria. As a result, the hours were changed on February 22.

So, the answer is "yes." The Speak Up program is working, and it's working for you.

Once she assigns a serial number to each Speak Up for identification, Speak Up Administrator Sue Westmoreland removes the name stub from the bottom of the form and files it in a locked box.

writer within 10 working days."

"Management here in Charlotte is really responsive to this program," she notes. "But if I receive a reply that I don't think answers the question, I send it back and ask for a better one that I can send on to the Speak Up writer."



Larry Hall and Maggie Potts install cables in the document feed mechanism of the 3624 ATM.

Development, Manufacturing Team Up To Trim Costs

By Tim Ohsann

Early this year, a small group of engineers from development and manufacturing support groups launched a team effort with the IBM 3624 automated teller machine manufacturing employees. The group's mission: find new ways to reduce the cost of producing ATMs.

Two weeks later the engineering team left, notepads filled with comments and recommendations on items from assembly procedures to hardware installation to testing and shipping. In all, the engineers carried away some 147 comments and recommendations, the basis of a 60-page report.

But the story didn't end there. It ended earlier this month at a special recognition luncheon for the 3624 manufacturing, test and packaging team. Eighty-eight ideas, 62 attributable to the manufacturing team, were accepted for implementation, according to Dale Decker, 3624 production engineering field support manager who headed the cost-cutting team.

Today, a 3624 ATM can be assembled more quickly and for less money: Those suggestions saved almost an hour in as-

sembly and test time and reduced hardware costs in each machine. For their efforts, 22 members of the 3624 manufacturing team received \$6,025 in informal awards at the September 7 luncheon at University Research Park.

"We really appreciate the work manufacturing did," says Russ Burgess, 3624 program manager. "Keeping the cost down is extremely important to the vitality of any program. The people on the 3624 line showed us as well as told us they wanted to do a better job if only they could get the right 'tools.' Dale Decker's job was to identify those 'tools': whether they were changes in procedures, parts or design.

"At the same time," Burgess says, "the manufacturing support groups quickly got their jobs done, and implementation of the recommendations is in progress.

"An important benefit was that, in addition to the savings realized, the project helped cement a feeling of teamwork among the groups," he adds. "That relationship is continuing."

Carol Quanne, 3624 test/package manager, agrees. "There was a lot of enthusiasm

generated as a result of this project. The manufacturing employees welcomed the opportunity to work with engineering to reduce costs and improve quality in the manufacturing process. During the time of the cost-cutting investigation we had a target of producing zero-defect machines. We reached that goal March 17."

Decker, who conducted the majority of the interviewing with the manufacturing team, was assisted by Alice McMullen, then microcode development manager. They received comments and recommendations that ranged from changing the order of assembly to rerouting cables to changes in locations of brackets to preprinting labels instead of writing them out by hand, he says. Often simple ideas, but very effective overall in cutting assembly costs.

"It was a real team effort," Decker says, "involving the manufacturing line employees, engineering and the manufacturing support groups — manufacturing engineering, industrial engineering, packaging, test engineering, quality assurance and product cost engineering.

"The project was a success because the attitude of the manufacturing line people was always to do the best job possible and ship a quality product," Decker says.

Denis Lowry, laboratory director and guest speaker at the awards luncheon, says, "When Dale showed me the results of the effort, I was very pleased; not just because of the cost improvement but also because the project demonstrated excellence by again showing that nobody can improve a process more than the people who are doing the work." ≡

United Way Campaign At IPD Charlotte Seeks \$228,000



United Way

By Ginger Emas

IPD Charlotte employees are at it again — caring and sharing during this year's United Way Campaign. And employees at IPD Charlotte are serious about making this year's slogan, "Help Brighten Tomorrow," come true. That means reaching some high goals between now and October 8: 100 percent participation, 100 percent pledge card return, and 100 percent effort in raising \$228,000 for the United Way Campaign in Mecklenburg and

Union counties and campaigns in a dozen surrounding areas. That \$228,000 is \$84,000 more than IPD Charlotte employees contributed last year, but just a fraction of the United Way goal for Mecklenburg and Union counties: \$7,801,100.

There are many reasons for setting such high goals. One is gloomy statistics that show \$700,000 is needed just to combat the effects of inflation and allow local agencies to continue providing the services they currently offer — at next year's costs.

In addition, new services are needed each year as the community grows and expands. For instance, new services in Mecklenburg and Union counties such as home care to terminally ill cancer patients and improvements in the quality of child day care were made possible by the concern of last year's contributors. This year, the United Way estimates the cost of necessary new services in this area is \$300,000.

During the two-week campaign, canvassers are explaining facts like these to co-workers — helping employees understand what the United Way is all about, why their gifts are needed, and how their money is used to help people in the community.

"The campaign captains, directors and canvassers have done a great job in organizing the drive, and putting together important information for our employees. These people have been working hard, and it shows in how well the drive is going so far," said Mark Ruocco, this year's campaign coordinator.

"Everyone has questions and concerns about the United Way, and these people are there to provide answers and offer information," adds Ruocco. "Informed employees can make informed decisions about participating in the campaign."

For example, last year, 77 percent of IPD Charlotte employees participated in the charitable contributions campaign. The money raised helped fund 34 United Way agencies in Mecklenburg and Union counties, such as the American Red Cross, Goodwill Industries, the YMCA and YWCA. These 34 agencies helped brighten the lives of more than 200,000 people last year.

"We've set a high goal," says Ruocco. "But if everyone participates, and if everyone who gave last year gives just 50 cents a week more, we'll reach our goal." ≡



Jerry Santoni, Jim Conklin and Chet Gurski (left to right) watch the responses of Laboratory Director Denis Lowry as he participates in a hearing test at the Charlotte Speech and Hearing Center during a tour of the United Way agency.



Belveia Benzenhafer, a blind employee at the Metrolina Association for the Blind, shows IBMer Julia Jessamy how a special device allows her to type and "read" her work. IBM United Way volunteers Joe Owens, Pat Allen and Carl Clearwater (left to right) also tried the device.

New Sights At Charlotte Site



New equipment. New facilities. A new road. The University Research Park site of IBM Charlotte is growing and changing. Some recent highlights include: Craig Byrd (lower left photo) moves a pallet onto the maxi-stacker in building 003. The 80-foot high automated storage and retrieval system will be in operation

in November. In building 002 (upper left), work continues on the conveyor system connected to the maxi-stacker. In building 201, movers push a 3624 automated teller machine into the new Executive Briefing Center (upper right), Charlotte's new showplace for demonstrating banking industry products.



A construction crew (above and on facing page) works in the Production Management Center, scheduled to open in 1983. In September, people parked in lot No. 1 used a temporary wooden footbridge to reach their cars while paving of a road connecting the visitors' lot and lot No. 2 was completed (upper left). The

first occupants of building 202 were moved into the east wing September 3. Don Dilman, Kathy Wilmer and Ron Matthews (upper right) supervise the move. Meanwhile, construction of the center and west wings continues in the building (above). ≡

Charlotte Assumes Major Role In Training New Managers

Management development is very important to IBM; the evidence is in the investment the corporation makes in training managers. During their first 12 to 18 months after appointment, new managers generally receive a minimum of 120 hours of instruction on a variety of management topics.

Within the Information Products Division, the Charlotte site recently accepted a major portion of the responsibility for this initial management development. During the week of August 9 - 13, Charlotte was the site of the first IPD Basic Management Development program.

"The first 40 hours of management instruction, New Manager Orientation, are basically related to individual site practices and site needs," says Ken Johnson, manager of employee/management development in Charlotte. "This is done as soon after appointment as possible. Shortly after that, new managers attend New Managers' School at corporate headquarters in Armonk. This second five-day program is conducted in Armonk because it's important for new managers to hear, from a corporate perspective, about IBM's heritage, basic beliefs, practices, policies, and business issues."

"The third major program newly appointed managers attend, Basic Management Development, draws on managers' experience during their first year," says John Bethea, class manager for the August session and a staff instructor in Charlotte's employee/management development department.

"With the earlier management development offerings as a base, the program includes such subjects as time management and career counseling," he adds. "A business overview is an additional and key

component of the session. IPD President Ed Lucente, who gives this overview, is featured speaker for the program."

Charlotte was selected as divisional site for the Basic Management program for several reasons. First, says Johnson, is that Charlotte already had such a program in place. Lexington and Boulder had been sending new managers to an Information Systems Division program conducted in Boca Raton prior to the reorganization last year.

Second, because Charlotte is a new and growing site, the bulk of new manager appointments have been made here. Boulder and Lexington are comparatively stable. "So it's more cost effective to run the sessions here," Johnson adds.

"To accommodate this new divisional aspect of the training sessions, we shifted the emphasis of the program from a Charlotte orientation," says Bethea. "One way we did this was by having the division president as well as speakers from headquarters and other locations within the division. For example, Ike Ison from Lexington is responsible for a major portion of the program."

The program sessions, held in the Friday Building at the University of North Carolina at Charlotte, covered subjects such as performance planning, counseling and evaluation, personnel policies and practices, manufacturing trends of the future and divisional and corporate business perspectives. "The sessions are highly interactive," Johnson says. "Well over 50 percent of the time is spent in workshops, role playing, cases or discussions."

Speakers include outside consultants such as Marion Kay, whose subjects included time management and stress management, and Earnie Morrissey, a management development instructor at IBM Charlotte, whose topic was career development.

According to Bethea, two more divisional Basic Management Development program schools are scheduled this year. Eight to ten are being planned for 1983.

This school, adds Johnson, provides new managers from all sites with an understanding of IPD as a division — its mission, goals and perspective. There is a depth to the program that is a result of the diversity and breadth of experience brought by the attendees from all the IPD sites. ■



Consultant Marion Kay discusses managerial performance during a recent Basic Management Development program session in Charlotte.

Win Your Way To The City By The Bay



San Francisco. It's Fisherman's Wharf, Telegraph Hill, the Golden Gate Bridge, Chinatown, the home of the 49ers and the Giants, and more.

This year it's the site of the Information Products Division Achievement Conference. Some 750 IPDers will win their way to the City by the Bay to attend the conference, to be held during April 1983.

The conference is one of IPD's main ways of recognizing and rewarding people. Attendees will have earned their way to San Francisco by winning one of five awards. They are:

- The IPD Achievement Award. New this year, the award is given for exceptional sustained performance or contributions. It consists of a pin and pen and pencil set.

- The IPD Division Award. This award is for contributions with important economic value or commercial importance. Winners receive a check of more than \$1,500 up to \$5,000.

- The Outstanding Innovation Award. This recognizes techni-

cal innovation of particular inventiveness or creativity. It comes with a check from \$2,500 to \$25,000.

- The IPD President's Award. This recognizes contributions of great importance to the division's goals. It includes a check in excess of \$1,500 up to \$25,000.

- The Outstanding Technical Achievement Award. Also a new award, it recognizes achievements involving current technology and includes a check from \$2,500 to \$25,000.

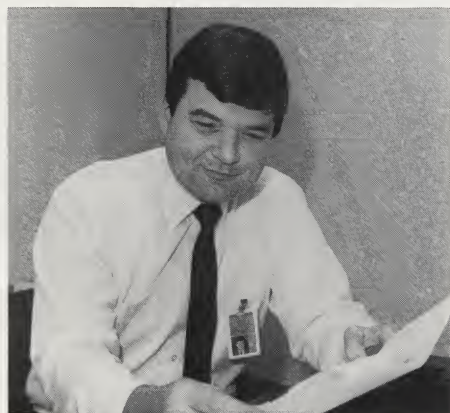
Attendees at the 1982 Achievement Conference, held in Dallas, were treated to banquets; speeches; musical entertainment by Frankie Valli and the Four Seasons, singer Crystal Gale and Broadway singers and dancers; games; snacks and tours.

The San Francisco conference promises to be even better, with great entertainment, recreation and presentations by top IBM executives.

The "ticket" to attending is winning one of the five awards. And with a total of 750 award winners, everyone has a chance. ≡

By Linda Bogutsky and Bernard Coleman

President's Awards



As 3890 program manager, Bob Rodite directed product development in Charlotte and manufacturing in Endicott.

As 3890 Document Processor program manager, Bob Rodite is responsible for the product engineering, feature development, cost, quality and field performance of the 3890, which is considered a standard in document processors within the financial industry. In recognition of his contributions, Rodite was presented both the IPD President's Award and an Outstanding Technical Achievement Award following the announcement of two new models to the 3890 family — the 'E' and 'F'. Both models, developed in Charlotte and manufactured in Endicott, are tailored for check processing users with medium-size volumes.

As market requirements were defined, Rodite put plans in place to meet a very accelerated development schedule and established a task force that included people from various departments within the 3890 organization. "Because skills and workload requirements shifted throughout the design implementation, we needed the flexibility to act quickly," Rodite explains. "The task force concept allowed us to obtain assistance from those people within the organization who had the expertise in specific areas at the times they were needed. Brian Baldwin played the key role in the coordination of the task force."

"Our objective to complete the project by the June 13 American Banking Association convention became a 'rallying cry' for the entire team to accomplish what we set out to do," adds Rodite. "The impact of the announcement was certainly at a peak on that date, and it was considered an excellent opportunity for IBM to announce a new product that we believe will fulfill the requirements of

a large number of mid-sized financial institutions. We all worked very hard, and it was satisfying to see it become a successful announcement."



Larry McLaughlin leads one of many meetings held with members of the 4700 manufacturing/manufacturing engineering team.

Management performance and excellence are qualities often difficult to define. Their demonstration is much easier to describe . . . in terms of schedules met, quality and cost objectives attained, products successfully announced and shipped.

In Larry McLaughlin's case, such qualities were clearly defined by the accomplishments for which he was responsible on the IBM 4700 Finance Communication System. In recognition for his efforts, McLaughlin, manufacturing engineering/bank systems manager, was given the IPD President's Award.

Prior to the announcement of the 4700 one year ago, McLaughlin was already deeply involved in identifying the various factors that affected product costs and manufacturability. He spearheaded a successful cost reduction effort during critical cost estimate phase reviews which, in turn, affected decisions made regarding assembly processes and sourcing of vended parts.

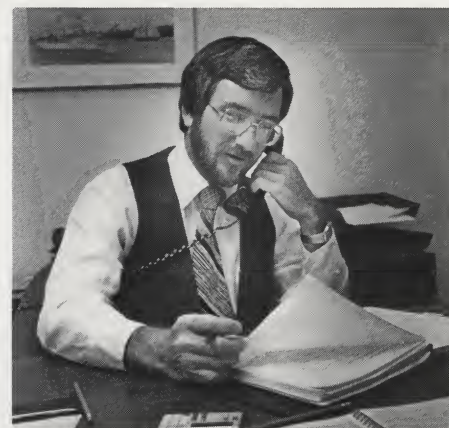
McLaughlin also organized a team responsible for guiding the 4700's progress toward a scheduled First Customer Ship (FCS) date. The team members, including people from manufacturing, manufacturing engineering, production control, development and quality, maintained continual communication for the purpose of solving problems immediately as they occurred during Ship Verification Testing. Says McLaughlin, "It took tremendous support and cooperation from all members of that team to make it possible to meet the FCS schedule."

At the same time, McLaughlin was asked to take on a special assignment,

in which he directed a group of individuals from multiple functions throughout the plant to improve 3694 performance in terms of quality, production and costs. "Again," he explains, "it was a process of identifying the problems, establishing a production schedule, and focusing on all areas where improvements could be made."

Chet Gurski, production manager/banking products, describes McLaughlin's role in both products as key. "Throughout the 4700 program, Larry has been Charlotte manufacturing's most significant and constant contributor. He also acted as the focal point for management of the 3694 program through a very critical stage of its product life."

Division Awards



Hank Sopol maintained close contact with manufacturing support groups to ensure the 4700 FCS schedule was met.

As manager of the 4700 manufacturing program office, a position that can best be described as the hub of a large wheel, Hank Sopol assumed a key role in implementing First Customer Shipment (FCS) of the IBM 4700 Finance Communication System. In recognition, he recently received a Division Award.

Sopol's primary responsibility was to coordinate the efforts of the "spokes" in this wheel, including manufacturing, manufacturing engineering, purchasing, production control, quality and a host of support groups. At the same time, he worked with development engineering and product assurance to ensure they met their product quality and delivery schedule objectives.

For approximately five years, beginning with assignments in Kingston's product pricing and then Charlotte's business planning groups, Sopol has been involved in the development of the 4700. In Decem-

ber of 1981, he was asked to establish a department with new product responsibilities that would focus on production start-up and completion of Ship Verification Tests. "The program office was charged with ensuring that from an overall manufacturing point of view, we made FCS; and that the plant was prepared to handle the increasing production volumes into next year," Sopel explains.

With the number of functions involved, the work that had to be done prior to FCS and the accelerated schedules, the job of "tying it all together" was indeed a challenging one. As each 4700 component was being tested by separate quality and product assurance groups, manufacturing was pulling the pieces together to build a new production line. At the same time, procurement and production control were working to obtain all the necessary parts, and development and manufacturing engineers evaluated test results to identify and eliminate any existing bugs.

"Obviously," Sopel adds, "a team effort was essential; and without exception, we got a lot of cooperation from all the various groups. It was that commitment to quality and teamwork that made this assignment so rewarding."



Bill Uhrich of business planning worked closely with engineering and marketing during 3890E development.

The substance of a development program, according to Check Processing Business Planning Manager Bill Uhrich, includes a number of things to ensure its success. Among those are the establishment of a clearly defined objective and a careful, knowledgeable engineering and planning assessment of customer requirements and methods to be used to attain the objective.

Uhrich's role in the recent announcement of the 3890E Document Processor can be described as key in both areas. And his efforts in bringing the 'E' development program to its successful

conclusion, on schedule, were acknowledged in the presentation of a Division Award.

Uhrich is responsible for the overall product planning phase for IBM products designed specifically for the finance industry's check processing needs. This phase precedes any development engineering activity. "We work closely with Financial Services Industry Marketing in the analysis of both customer requirements and existing competitive products," says Uhrich. "With the 3890E, once we had a firm definition established, engineering and planning worked as a team to determine the features and the product performance we perceived would best meet the needs of the customers."

And in characterizing his individual contribution, Uhrich sums it up as "... ensuring that the right areas were being focused on and the right questions were being asked to do the job."



Surrounding Millard Chester are shelves of 4700 units being tested in the stress lab.

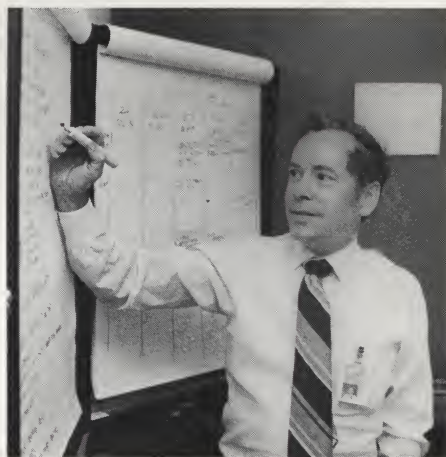
You get only one chance to make a good first impression. Millard Chester of banking systems quality engineering certainly recognizes the importance of that initial introduction between product and customer. He played a key role in ensuring that the IBM 4700 Finance Communication System made a very favorable impression as a quality product and was presented a Division Award for his work.

Among its unique features, the 4700 was designed and developed to be removed directly from the carton and set up by the customer. It was therefore crucial that each unit be delivered defect-free so the system could be installed and ready for immediate use. To accomplish this, Chester was given the responsibility for coordinating quality engineering's reliability tests on the 4700 prior to the First Customer Ship date.

"Because of the aggressive customer

ship schedules we had to meet and competitive markets involved," he explains, "it was important to conduct our product testing as early in the manufacturing cycle as possible." To ensure quality engineering had the adequate facilities to complete their tests, Chester designed and built a stress lab. This lab is essentially a controlled test environment where temperatures can be raised to 105 degrees Fahrenheit (40 degrees centigrade).

System merge tests, in which the 4700 units were connected in a simulated customer system configuration and run on customer application programs, were conducted to simulate a portion of the warranty period. The tests took approximately 100 hours to complete, and were done in conjunction with manufacturing's production buildup. Says Chester, "The elevated temperatures and power cycling helped us to identify early life failures. We were able to verify that the manufacturing processes were stable and the system's performance met our quality requirements."



IBM Charlotte's participation in this year's VICA U.S. Skills Olympic was coordinated by Bill Reap.

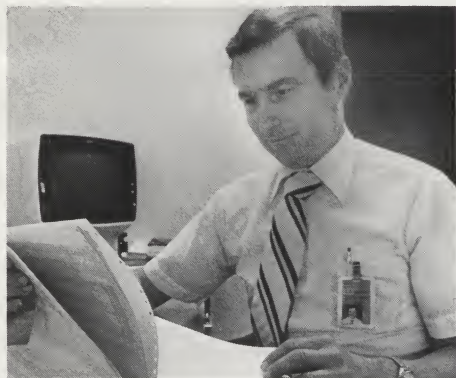
Historically, IBM has demonstrated its support for education through a variety of programs offering both human and financial resources. This year, IBM Charlotte and recent Division Award Recipient Bill Reap had the opportunity to make an important contribution to that commitment by providing some talented students with the means to improve and demonstrate their skills.

Since 1978, IBM and Tektronix have shared sponsorship of the national industrial electronics competition for the U.S. Skill Olympics, which is held annually by the Vocational Industrial Clubs of America (VICA). VICA is a nonprofit educational association open for membership to secondary, post-secondary and

vocational students throughout the country. "Every year, an IBM site is chosen to design an electronics test for the winners of the statewide competitions; and this year, we were selected," says Reap, who led the team responsible for coordinating the Charlotte effort.

During January of this year, Reap, who is manager of the laboratory's circuit technology department, was asked to coordinate the project and ensure it's completion on schedule for VICA's June 1982 Olympics. The team, which included people from circuit technology, power development and publications, then set to work to design the test for construction and calibration of a waveform generator, a test instrument used to generate electronic waveforms, and to write the instructions for the competition.

"A lot of work went into the design of the kits to make them practical as well as challenging," Reap explains. "The team members took on this assignment in addition to their normal job responsibilities and did a tremendous job."



Advisory Programmer Jim Wingert reviews results of tests run during implementation of COBOL for the 4700 system.

With the design of each new IBM product, much thought is given to such objectives as improving performances, increasing data storage and simplifying operation. Design and development of IBM's 4700 Finance Communication System was no different. And, as with many new products, certain features usually stand out as being key to the product's success in meeting customer requirements.

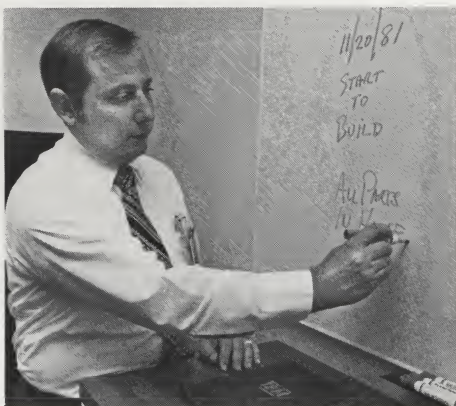
Among those features on the 4700 is the capability to use COBOL (Common Business Oriented Language), the most popular programming language, in addition to the system's "native" Financial Control Language (FCL) which is compatible with the IBM 3600 Finance Communication System. Responsible for identifying what changes were needed in the initial design of the 4700 to support

COBOL implementation was Jim Wingert, a member of banking programming's host services department during 4700 development. Wingert is also the recipient of a Division Award.

COBOL, a high level programming language, was not available for the 3600 System. "Some of our reasons for making the necessary system design changes to the 4700 to support COBOL included the large number of users who already know the language and the fact that it is easier to learn than FCL," says Wingert. "However, to ensure compatibility between the 3600 and 4700, FCL needed to be retained."

The use of COBOL makes it easier for customers to write their own controller application programs. "There is also a greater flexibility for the system designer when implementing applications with COBOL," he explains. "The ease of program creation ultimately results in improved productivity for the customer."

Wingert worked closely with the COBOL development group in Menlo Park, California in the design and debug of the programs to support the 4700.



Frank Newlands supervised assembly and test efforts of the 4700 manufacturing engineering and production groups.

The success of a new product's progression from development to announcement to the scheduled First Customer Shipment (FCS) depends upon the cooperation of many departments and functions. The responsibility for coordinating the efforts of both manufacturing and manufacturing engineering during production buildup for the IBM 4700 Finance Communication System rested with Frank Newlands.

A recent Division Award recipient, Newlands was named project manager of retail banking manufacturing engineering/test engineering/test programming in August 1981; in January 1982, he also acquired management responsibility for the 4700 manufacturing department. "A vertical organization was established that

included manufacturing within manufacturing engineering during the early phases of production buildup," Newlands explains. "This approach was a little unusual. Normally, manufacturing and manufacturing engineering groups report to two separate management structures."

In order to meet the FCS schedule, daily status meetings were held with all team members of the plant manufacturing and support groups. Problems could be more easily identified and resolved due to the very close working relationships of all areas involved. "Teamwork," says Newlands, "was a key factor in completing the Ship Verification Tests and shipping the product on time."

Another factor Newlands attributes to their success was the concept of a very organized "start-to-build" preparation. A date preceding the actual FCS date by several weeks was established to ensure that all the parts, procedures, tooling and test equipment were in place and ready for product assembly, test and packaging.

In describing Newlands' contribution to the 4700 effort, Manufacturing Engineering/Bank Systems Manager Larry McLaughlin says, "It was Frank's leadership and drive that resulted in the final completion of the product's test process, sourcing and establishment of the manufacturing line on schedule."



Bill Emerson studies a printout as he tests 4700 system microcode.

The recent First Customer Shipment of IBM's 4700 Finance Communication System was achieved on schedule due to the dedicated efforts of many IBMers. However, within any development effort, there are those individuals who bring an extra level of ingenuity, foresight and innovation to the job to ensure that certain key system components are completed. Bill Emerson of banking programming generation control is one of those individuals.

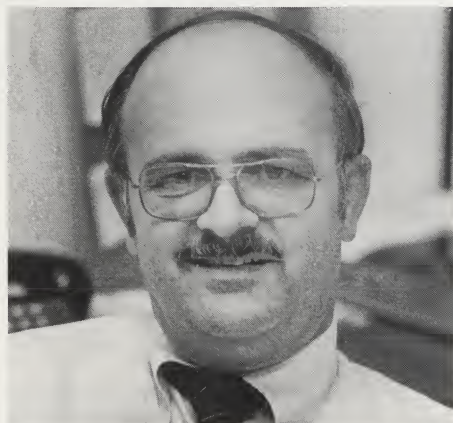
Prior to becoming a part of the 4700

development group, Emerson's experience in system configuration primarily involved work on the 3630 Plant Communication System. While acting in an advisory capacity to the 4700 microcode development effort, he observed that the 3630 system and both the 3600 and 4700 Finance Communication Systems were dependent upon a host connection with a System/370 or compatible processor for the creation of function and application configuration.

In response, he proposed and designed a Local Configuration Facility (LCF) to allow 4700 users to generate systems specifically tailored for individual configurations at the 4701 controller. Emerson joined the 4700 programming development team and became the key contributor to the implementation of LCF within a very accelerated schedule.

"All data for the generation of the customer's 3600 system configuration was loaded from the host into the 3600 controller via diskette and could not be modified by the customer at the controller," explains Emerson. "This limited use of the system to only those customers who had the System/370 or a compatible host processor, or who purchased CPU services from a service bureau." With LCF, users of the 4700 system do not need to have that connection between the controller and the host processor. "This is a completely new approach for banking systems," Emerson adds.

His contributions to the 4700 development effort earned Emerson a Division Award.



Ty Thomisee played a key role in determining customer requirements for the 3890E.

Before a new product announcement is made, development engineering may spend from several months to several years designing a product or a feature that will offer customers an array of new functions and improved performance. However, even before the engineers get

involved, product planners are hard at work, examining the needs of potential customers and studying other products already available. It is at this point that the initial planning for a new product is begun; and in the case of the recently announced 3890E Document Processor, Ty Thomisee was a significant contributor to that effort.

"My job in the specific area of high-to-medium-speed reader/sorters involves putting together a business case for management to suggest what product offerings or enhancements to existing products should be made based on requirements in the marketplace," says Thomisee of the laboratory's business planning department. "The concept of a medium-speed document processor with the equivalent quality and function of the 3890 grew as a result of our recognition that such a need existed within the finance industry."

Once the product definition was established, Thomisee worked with development engineering, financial planning and various forecasting and industry market support groups located off site to ensure that the market needs for performance, price, function and timeliness were met. "Of course, a very important consideration is our competitiveness. Any new product must meet our requirements of quality, as well as the customer's performance needs, in order to be both beneficial and profitable," he adds.

According to Thomisee, working on the 3890E was a little different from most programs product planners generally take part in. "Often, the products we help define in the very early planning stages may not be announced for several years," he explains. "However, everything happened so quickly with the 3890E. It was a very satisfying assignment." Satisfying indeed... Thomisee was given a Division Award for his help in making it happen.

At what point in the development of a new product should manufacturing engineering become involved? "Right from the start," says Roger Twidt, 4700 manufacturing engineering manager prior to First Customer Shipment (FCS) of the IBM 4700 Finance Communication System in July. Twidt, who has since assumed managerial responsibilities for 4700 and 3616 Passbook and Document Printer manufacturing following FCS, emphasizes the importance of an early manufacturing engineering role in a product's development cycle to ensure its manufacturability in terms of parts, processes and costs. He



Roger Twidt removes an exterior panel on the 4710 printer to examine internal circuitry during final assembly and test.

was presented a Division Award for his contribution to the 4700.

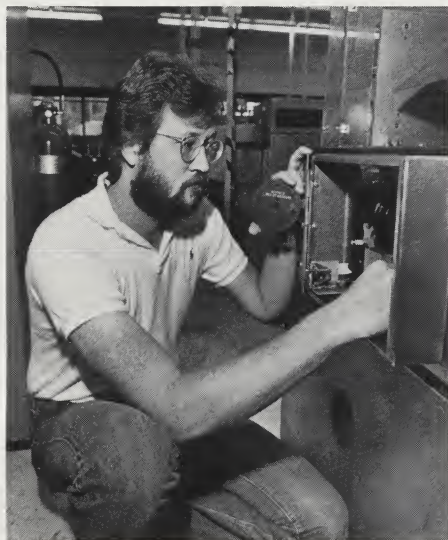
Manufacturing engineering's mission for the 4700, Twidt explains, was to establish the requirements for assembly and test operations, optimize those operations for future production increases, set cost objectives while identifying areas where costs can be reduced, and develop routings: production instructions for the various manufacturing departments. All these elements affect the manufacturability of the product and therefore must be considered during product design.

"Key to our success in shipping the 4700 on schedule," Twidt says, "were the people responsible for reviewing engineering releases of the various parts and assemblies, meeting established check-point dates, assisting in the Announce and Ship Verification Tests, and so forth. The credit for meeting our objectives belongs to them."

Twidt and his department worked closely with manufacturing, development, production control and manufacturing engineers from several World Trade locations prior to FCS. "These MEs were here to assist in the design of the product to meet the standards and requirements of their individual countries," Twidt explains.

In addition, a great deal of communication flowed between manufacturing engineering and quality engineering concerning the extensive amount of product testing for each box. "A list of deviations, or problems identified during the tests, was drawn up. Both plant engineering groups worked collectively and individually with product assurance and development engineering to find the solutions for each item on that list," he adds.

Suggestion Awards



Wes Brooks holds the small encoder disk that plays a key role in his time-saving suggestion.

Time is money ... an old adage but one that certainly proved true for Wes Brooks of board pinning. Brooks submitted a suggestion that resulted in a significant time savings during the electronic circuit board soldering operation. He recently was awarded \$1,074 for his idea.

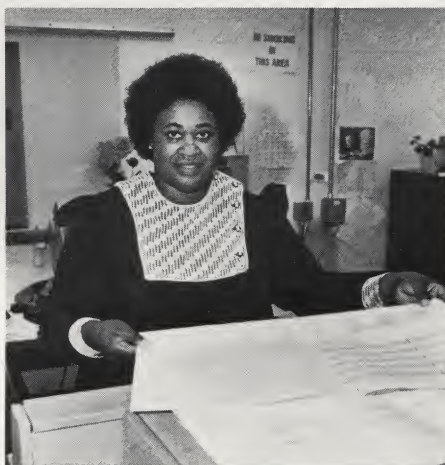
"Circuit boards are run through a machine called a standard ringer where tiny solder rings are applied around the pins and in via holes," Brooks explains. This is the first step in the process of permanently connecting pins to the board.

Once one job has been completed and before the next is started, alterations frequently must be made within the standard ringer by the machine operator to accommodate any differences in board size, the number of rows of pins and via holes that require solder, the pin pattern and the side of the board to be soldered. "Some setups of the machine can take as long as 20 to 30 minutes," says Brooks. This involved rearranging small, needle-shaped rods and cylinders called pierces and punches that position solder rings around the pins and in via holes. "Sometimes there are major differences that justify the lengthy machine setup; but often there are only minor variations," he adds.

Instead of making these time-consuming modifications to the standard ringer, Brooks suggested that when two similar jobs needed to be run, the second group of boards and accompanying template be flipped over lengthwise and placed into the machine on the reverse side. This

would eliminate the need to readjust the pierces and punches since the left and right board margins and the margins set within the machine from the previous production run would now match.

After reversing the board, Brooks had to find a way to compensate for differences in top and bottom margins. He proposed that an encoder disk, a cylindrical light sensor inside the standard ringer that identifies the exact place where solder is to be applied, be redesigned. For each encoder disk used, a second disk was designed by engineering to accommodate a reversal in board insertion.



Doris Reynolds makes a copy of a CPL for distribution.

Doris Reynolds, reproduction services, didn't think anything odd when she was recently asked to attend a department luncheon at University Research Park. She did, however, think it peculiar when her husband, Jim, came in and took the seat next to her.

It turns out that she was the guest of honor for the luncheon, the main purpose of which was to present her with a \$3,778 suggestion award. The award was for her idea to cut the amount of component placement listing (CPL) and automated logic design (ALD) document packages being sent out to departments at Charlotte.

The CPL and ALD documents are generated by manufacturing records. They are sent to various manufacturing and engineering departments to show the logic function of electronic card components and the engineering changes of the cards. The average set of CPLs and ALDs consisted of approximately 10 pages and was sent to 12 employees. Reproduction services produces over 100 sets of these documents per month.

"We were sending the packages to these departments because we had been doing that ever since I can remember," says Reynolds.

Making the copies was not an easy task. The prints that came in ranged in size from 11 by 17 inches to 24 by 18 inches. They had to be reduced on one machine and copied on another. The job was becoming quite cumbersome and was requiring overtime work. "We were spending about six extra hours of overtime each week," says Reynolds. At that time reproduction services had also been notified to expect an increase in these kinds of documents during the coming months.

The time and the staff required to do the prints prompted Reynolds to look into the number of prints being reproduced. She found out that not all 12 employees needed both the ALDs and the CPLs — only two needed both packages.

Reynolds' idea saves the company time, money and resources.

Outstanding Technical Achievement Award



Lead engineer Brian Baldwin coordinated the efforts of the 3890E development task force.

Because development for the 3890E Document Processor took place in Charlotte while manufacturing and manufacturing engineering responsibility remained in Endicott, completion of the necessary design, testing, and production work that preceded IBM's product announcement was indeed a challenge. It was, however, one that was accepted and successfully accomplished by Brian Baldwin who led the 3890 development task force effort through a very aggressive

pre-announce schedule.

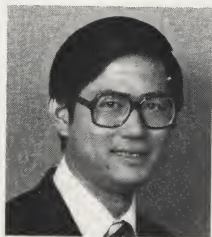
The 3890E and its companion Model 'F' were introduced during last June's American Banking Association (ABA) convention in Los Angeles as the latest offering in IBM's line of products tailored for the banking and finance industry. And, in recognition for his efforts to the program, Baldwin received an Outstanding Technical Achievement Award.

No stranger to the 3890, Baldwin has been involved in various stages of the product's development since 1969. When market studies indicated a need for a document processor with the proven performance of the 3890 but with lower speed and volume capabilities, Baldwin was designated lead engineer with responsibilities for coordinating a task force of development and manufacturing people.

"Initially, there were some people who questioned our ability to meet the accelerated development schedule," Baldwin says. "Since one of our objectives was to announce the product at that June ABA convention, everyone involved knew checkpoints along the way couldn't be missed." In addition, very stringent quality and test guidelines were applied to the development of both the Models 'E' and 'F' to ensure they lived up to the reputation of excellence established by the existing 3890 offerings.

Hence, a close cooperative effort evolved among the members of the task force, Charlotte's product assurance organization and Endicott's manufacturing engineering and manufacturing groups. "From the start," adds Baldwin, "it was truly a team effort, and we received superb cooperation from Endicott."

Inventions



Charlie Ng, a staff engineer in entry level printer development, has been recognized for his first patent filing. Prior to his October 1981 transfer to Charlotte, Ng worked in Endicott's circuit technology development area. His patent, based on this work and filed jointly with three IBM Endicott laboratory employees, is entitled, "Universal Image Coder and Controller for Multicolor Electrolytic Printing." It involves the development of logic and circuitry that actuates the proper control signals and, in turn, a print head to create color images on paper.

Bonus CE Campaign

Save it. Sell it. Conserve it. Reserve it. Recycle and reuse it. If you have a new way to do it, you still have plenty of time to submit your ideas to the Charlotte Cost Effectiveness bonus campaign. This special campaign began August 16 and runs until November 16, 1982.

The guidelines are simple:

Each submission must relate to the conservation of energy, chemicals, water or paper; or the reuse or sale of material now being discarded. The regular Cost Effectiveness guidelines apply, but there are some additional qualifications. Each submission must represent a \$100 savings per person; the minimum participant share allowed is 20 percent; the new idea or method must be implemented during the special campaign timeframe (August 16 through November 16, 1982); and all submissions must be turned into the Cost Effectiveness office by the last day of this special campaign. Employees receive a 700-point plateau Cost Effectiveness catalog (the highest) when their submissions are approved, in addition to regular Cost Effectiveness credit.

If you have any questions, please call Patti Matys, site Cost Effectiveness coordinator, on extension 4603.

Education



Sherrie Wickline is a candidate for a Master of Business Administration degree, and is among the first graduate students at Queens to be awarded fellowships from the Blumenthal Foundation.

The fellowships carry grants up to \$2,000 a year based on need. Candidates are selected on the basis of past academic achievement and scholarly promise and on their professional or volunteer demonstration of humanitarian commitment and service.

Doug Lively, card assembly and test/second shift, A.A.S. degree in electronic engineering from Central Piedmont Community college in December, 1981.

Retiree



Al Malitz

Albert A. Malitz, formerly Charlotte site procurement manager, retired on September 1 after 30 years of service.

IBM Club Activities

Coming Events

October 3: IBM Club United Way Corporate Cup 5,000 Meter Race (6.2 miles), 2:30 p.m. in front of the United Community Services Building, 301 S. Brevard Street, Charlotte. Call the IBM Club office if interested.

November 6: Outlet Shopping Trip to Burlington. Cost: \$8.75 per person (meals not included). Bus leaves University Research Parking lot No. 3 at 7 a.m.; stops for breakfast, shopping and lunch. Departure at 5 p.m., with arrival at University Research Park approximately 7 p.m. Deadline to sign up is Friday, October 22.

November 6: Turkey Bowling 9 p.m. to midnight, two locations: Centennial Lanes, Charlotte; and A & J Lanes, Knapolis. Turkey gift certificates will be awarded. Cost: \$6 per person includes bowling shoes, buffet breakfast. Sign-up deadline is Friday, October 22.

November 21: Colonial Cup Steeplechase in Camden, S.C. Cost: \$27 per person (21 years of age and older). This price includes round-trip bus transportation, tickets, program, luncheon buffet and refreshments. Contact the IBM Club Office for additional information.

Other Events

Oct. 6-10	Charlotte 500 Race Week
Oct. 30	Children's Halloween Party
Nov. 13	Watson Trophy Dinner
Nov. 24-28	Walt Disney World Trip
Dec. 4	Holiday Dinner Dance
Dec. 18	Family Holiday Party

Speak Up!

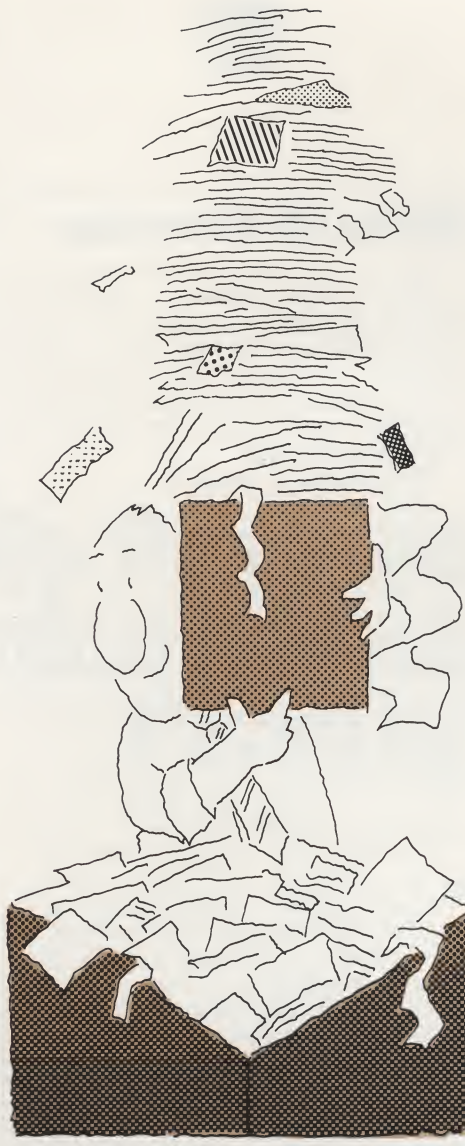
I read in the last issue of the *Charlottean* that we are doing a fantastic job on recycling paper — where? In the areas I work and have visited I have not seen any evidence of this. Papers and cardboard are thrown out in massive amounts. I work in building 654 and there are only two confidential paper drops in the building. At Clanton Road I have not seen any confidential drop on the floor of the computer room or any scrap paper drops at either location. There is quite a large amount of scrap paper generated and all of it is taken to the dumpsters by clean-up crews. I think it is a good thing to conserve and recycle when possible but the article was an overstatement at best and should have been researched before print. I believe that we can stop a lot of this waste if everyone is given a chance to contribute to recycling — if only we had the means!

The primary purpose of the *Charlottean* article you referred to was to increase employee awareness and participation in the paper recycling program. It was also intended to make employees aware of the new desk top collectors recently distributed to all areas, and to promote their use in paper recycling. This article was thoroughly researched prior to publication and is representative of the paper recycling program here in Charlotte.

There are currently five recycle containers located in building 654 and eight recycle containers in the Clanton Road buildings. You raised a valid concern, however, that employees may not know where containers are located, therefore reducing the amount of recyclable paper being gathered. Because of your Speak Up, this information was communicated earlier this month through bulletin board notices showing building layouts with recycle container locations identified.

Your statement that cardboard is not being recycled at building 654 is correct. It is not cost justifiable to recycle cardboard at leased locations. The price received for cardboard, approximately \$40 per ton, is well below the cost incurred in handling, storing and shipping necessary for recycling. As new site buildings are occupied and leases phased out, this cardboard will be recovered.

Should you have any further questions regarding our recycling program, you are encouraged to contact D. E. Johnson, site resource management coordinator, on extension 5082.



I would like to know why IBM does not have a program recognizing employees for 100% attendance in any given year. A letter of appreciation from management to employees who have not missed a single day of work would be a nice way of saying your effort has not gone unnoticed.

It is expected of all employees to be at work when scheduled, but how many employees have actually gone through a year without missing a day's work? Shouldn't these outstanding achievers be recognized?

Good attendance is a condition of employment; therefore, it is the responsibility of the employee to be at work every day. However, we recognize that employees, despite their best intentions, occasionally will be unable to report to work due to illness, jury duty, natural disasters, etc. Therefore, to provide formal recognition to an employee fortunate enough to achieve perfect attendance may be discriminating indirectly against those em-

ployees who may be less fortunate due to circumstances beyond their control.

IBM believes an employee with sustained good attendance establishes for himself or herself a favorable record of dependability which is one of the key factors when an individual is being considered for transfer or advancement opportunity. As a result, the recognition for good attendance does not go without notice.

I recently wanted to submit a suggestion and went to each location in building 101 to obtain a form. Instead of obtaining a form, I found each box had been used to dispose of trash.

If Charlotte wants the Suggestion Plan to work, I would recommend an ample supply of forms be kept on hand.

The mailroom monitors the suggestion form supply daily and attempts to provide ample quantities in each location. However, recently the supply in a few locations has been depleted rapidly. The boxes are replenished in the morning and by the afternoon the boxes are empty. We regret this has happened many times in building 101.

We will continue to monitor the suggestion boxes closely and would appreciate your letting us know if this should occur again.

Please call the Charlotte mailroom, extension 1105, when you are unable to locate a suggestion form in your immediate area.

I am concerned about the use of vulgar and profane language by employees and managers. Am I forced to listen to such language? What recourse do I have?

Our belief in respect for the individual clearly covers the language used by all employees. Profanity neither belongs, nor should it be tolerated in the business environment.

It is well within your rights to advise others that their language is offensive to you. If the profanity continues, you may withdraw from the conversation and take the matter to the appropriate level of management.

Thank you for bringing this concern forward through the Speak Up! program.

What's Your Opinion?

Please take a few minutes to complete the enclosed survey telling us what you like and don't like about our employee communications' publications.

To refresh your memory, the publications we're asking your opinion on are printed with this survey. We welcome your comments, and look forward to hearing from you.



Charlottean

1. Do you receive a copy of the monthly employee magazine *Charlottean*?

☐ Always ☐ Sometimes ☐ Almost Never

If you are not receiving it regularly, please indicate your building number. _____

2. How do you get your copy? (Check all that apply).

- ☐ From manager
☐ From secretary
☐ From stack on counter, table, etc.
☐ In mail
☐ Other _____

3. How much of *Charlottean* do you usually read?

- ☐ Hardly any of it
☐ Browse or skim it
☐ Read one or two articles
☐ Read three or more articles

4. How important is *Charlottean* as a source of information to you?

- ☐ Very important
☐ Somewhat important
☐ Not important

5. What is your opinion of the publication?

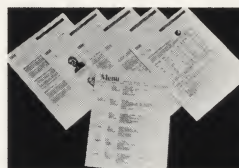
- ☐ Highly interesting
☐ Somewhat interesting
☐ Not very interesting
☐ Not at all interesting

Continued on page 19

Employee Publications' Readership Survey

6. What is your opinion of the appearance or design of *Charlottean*?

- ☐ Very attractive
☐ Somewhat attractive
☐ Not very attractive
☐ Not at all attractive



Bulletin Board Publications

7. How interested are you in the following topics covered in *Charlottean*:

Very Some- Not
 what at all

a. New products, technology, development stories			
b. Manufacturing stories			
c. Recognition stories (e.g., suggestion awards, outstanding invention awards)			
d. Focus on Work			
e. Focus on People			
f. Speak Ups			
g. Business information (e.g., how products are accepted by customers; information on other site departments, other IBM locations, divisions)			
h. Editorials			
i. Site update stories			
j. IBM Club activities			
k. Retirements			

8. Generally, how effective is *Charlottean* in keeping you informed?

- ☐ Very effective ☐ Somewhat effective
☐ Not very effective ☐ Not at all effective

9. Are there subjects you would like to read more about in *Charlottean*? (Please list)

10. Do you take *Charlottean* home?

- ☐ Always ☐ Sometimes ☐ Never

1. Do you read notices on the bulletin boards?

- ☐ Daily ☐ Two or three days a week
☐ Once a week ☐ Almost never

If you seldom read the notices, please explain why.

2. Following are the types of bulletin board notices. Please indicate how much you read of each of them.

Usually Very
All Some Little None

a. Todays				
b. Announcements				
c. Corporate Announcements				
d. Careers				
e. Club News				
f. Menu				

3. How important is the bulletin board as a source of information to you?

- ☐ Very important ☐ Somewhat important
☐ Not important

4. How useful is the information you receive from each of the bulletin board publications:

Very Not Very
Useful Useful Useful

a. Todays			
b. Announcements			
c. Corporate Announcements			
d. Careers			
e. Club News			

Employee Publications' Readership Survey

5. Do you think the information you receive from the bulletin board publications is timely?

	Yes	No	Don't Know
a. Today's			
b. Announcements			
c. Corporate Announcements			
d. Careers			
e. Club News			

6. What is your opinion of the appearance or design of the bulletin board publications?

- ☐ Attractive
☐ Somewhat attractive
☐ Unattractive

If "Unattractive," please explain why _____

7. Is there other information you would like to see on the bulletin boards or in other publications?

- ☐ Yes ☐ No

If "Yes," please list. _____



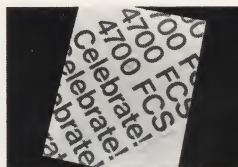
Other Publications

1. Did you receive a copy of the brochure, "IBM in Charlotte" at your home?

- ☐ Yes ☐ No

If so, what is your opinion of the contents?

- ☐ Interesting
☐ Somewhat interesting
☐ Not very interesting



2. Did you get a copy of the "4700 FCS Celebrate" folder in July?

- ☐ Yes ☐ No

If so, do you think it was an appropriate publication for recognizing people and product on an important day for IBM Charlotte?

- ☐ Yes ☐ No

If "No," please explain. _____

3. Do you think there is a need for another publication, published more often than *Charlottean*, that you could take home?

- ☐ Yes ☐ No ☐ Don't know

If "Yes," what topics do you think it should cover? _____

We want to keep participants' names anonymous, so please do not sign this form. However, we would appreciate knowing what area of IBM Charlotte you work in. Please check one of the areas below.

- ☐ Banking and Printer Products
☐ Electronic Card Assemblies
☐ Laboratory
☐ Plans and Controls
☐ Product Assurance
☐ Other _____

Thank you for your help. Please tear out this self-addressed form, fold it, staple it and return it through internal mail.

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